

Security Information

APR 3 1953

ORGANIZATION AND METHODS SERVICE

PRELIMINARY SURVEY REPORT

Hand for final
study being prepared
by OXN & TO/CB
5/19/53
per FDK & ECB

1. THE PROBLEM. To devise operating procedures and to recommend an internal organizational pattern for the Cargo Branch, Transportation Division.
2. FACTS BEARING ON THE PROBLEM. The Organization and Methods Service has been conducting a survey of the Cargo Branch since approximately March 2. The following facts have been revealed by this survey.
 - a. The Cargo Branch is organized by sections which correspond to the DD/P area divisions. There is one section to handle FE division, one for NE, SE and WH, and one for EE, WE and SR. Each of these sections specializes in handling the shipping of cargo only for the corresponding area divisions.
 - b. Although a preliminary plan has been devised for establishing ^{form} ~~journalized~~ procedures, there are at present no written, standardized procedures in the branch. Procedures frequently vary from one section to another, and also within the sections from one shipment to the next.
 - c. Because each of the Cargo Branch sections deals independently with the Supply Division and with the services providing shipping arrangements (), there is no deliberate planning to consolidate shipments for the area divisions either to the warehouses or through the carriers.
 - d. No system for centralized control and planning of cargo shipments has been provided. Each section maintains its own control records and plans its own shipments independently of the others.
 - e. The preliminary procedural plan of the Cargo Branch is based upon coordination with the Stock Control Branch of Supply Division. The Stock Control Branch is to provide, for each requisition received, data regarding the availability of material ~~at~~ the warehouse: date available, estimated weight and estimated cube; on the basis of this information, Cargo Branch is to request the services to arrange shipping space. Stock Control Branch is presently developing this material, and availability reports usually accompany the requisitions. However, this procedure has not been completely effectuated in Cargo Branch, and requests for shipping arrangements made to the services (Army, Navy, etc.) are usually not made until word is received from the warehouse indicating that the material requisitioned is packed and ready for shipment.
 - f. No one employee or unit is responsible for all contacts between Cargo Branch and the services, or with the Supply Division.

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Single contacts with area divisions of DD/P are provided through the present internal organization. Frequently, these contacts are made via the area coordinators of Coordination and Requirements Staff.

- g. Few forms are used in Cargo Branch as a means of alleviating individual typing of repetitive information. Letters to the Army Chief of Staff, for example, are individually typed for each shipment. Forms which are used by the branch have, in most cases, not been officially approved.
- h. Cargo Branch does not have complete control of the preparation of shipments or of the drayage of shipments from the departmental warehouse to the port of embarkation. The majority of cargo shipments are forwarded to the port of embarkation by Agency-owned trucks. In most cases, the warehouse, upon completion of what it considers a complete shipment, will contact the Highway Branch, Transportation Division, and arrange to have the cargo picked up by truck. Cargo Branch does not indicate what quantity of material will constitute a shipment, or when the cargo will be forwarded. Cargo Branch does arrange for rail transportation of shipments. At present, railroad freight cars are paid for in cash.
- i. Statistical data on the work load of the Cargo Branch consists only of total monthly tonnage figures.
- j. It is estimated that the time required for the services to arrange cargo space for CIA shipments is up to eight weeks.

3. DISCUSSION.

- a. Primary factors in the successful operation of the Cargo Branch are speed, economy and security. The manner in which these objectives can be obtained is in large part determined by the organizational pattern, by sufficient advance planning, by control of operations and by adequate procedures.

Speed in cargo shipments can be accomplished by:

1. Working concurrently with the warehouse on arranging the shipment. While packing of material takes place, arrangements should be made to procure space.
2. Standardization of requests to the services by use of forms.
3. Follow up on shipping space requests.
4. Consolidation of requests for shipping space to services and to warehouses in order to permit their planning.
5. Continual liaison with services and with Supply Division to eliminate bottlenecks.

Economy can be accomplished by:

1. Consolidation of shipments being forwarded to warehouses.

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2. Follow up on shipments, to prevent backlogs at warehouses.
3. Minimizing number of papers and documents used and distribution of copies thereof.
4. Liaison among Cargo Branch personnel to eliminate duplication and overlap.

Security can be accomplished by:

1. Regular and standardized security review of proposed shipments through constant liaison and reporting.

- b. **Internal Organization.** There are three basic organizational patterns which may be applied to the Cargo Branch: breakdown by area division (the present system); breakdown by service [REDACTED] 25X1C4a
[REDACTED] breakdown by mode of shipment (air and sea). Each of these types has more disadvantages than advantages. Common disadvantages are:

1. Breakdown of the branch and assignment of all employees by specialty prevents reassignment of personnel to handle peak loads.
2. Breakdown by specialty limits the knowledge of employees to the work of their specialized areas.
3. Each possible type of pattern would prevent consolidation of shipments through the services, to warehouses, or both.
4. No over-all planning of shipments can be made where there is any formalized breakdown.
5. Breakdown by specialty prevents single contacts either with the services, with Supply Division or with area divisions.

Since workload in the branch will vary, personnel should be available for reassignment on a job basis. However, some specialization at higher levels is desirable to handle more difficult cases, to assign responsibility for handling of shipments, to provide adequate controls, and to provide for single contacts between the Cargo Branch and other divisions or agencies.

Any organization of the branch should take advantage of the knowledge of special problems and single contacts which would be provided by specialization, while offsetting the disadvantages of specialization by providing centralized control, coordination and consolidation. Organization by service [REDACTED] will be the most advantageous of the possible breakdowns.

- c. **Planning and Control.** Planning within the Cargo Branch should consist of determining, as far in advance as possible, what is to be shipped, when it is to be shipped, when the material will be available for shipment, destination and any special security handling necessary.

Planning and control should make maximum utilization of the possibilities

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of consolidating shipments and of the development of shipping arrangements. This would in part be possible if Cargo Branch utilized the estimated availability data provided by Stock Control Branch, rather than waiting for completion of cargo packing.

In order to determine necessary planning and control factors in advance, Cargo Branch should have advance information relating to specific shipments to be made (and the dimensions and dates thereof) before the requisition is submitted to Supply Division. In the absence of such information, long-range planning is not possible. The best that may be achieved is planning, for consolidation and coordination of immediate shipments. This type of planning and control must be centralized for maximum effectiveness.

- d. Procedures. Procedures for the Cargo Branch can be standardized and standard forms can be provided to handle the majority of activities. There is some feeling within the Cargo Branch that the nature of the work varies so greatly from one area to another that standardization of procedures is not feasible. For this reason, no written procedures exist, and even the most routine activities of the branch tend to vary from time to time. Actually, the work of arranging a cargo shipment of one area division varies very little from that of making arrangements for another division; and the method in which requests for shipping space are made are basically the same (i.e., via a letter or memorandum of request) irrespective of whether the [redacted] are involved. Reduction of these routine tasks to standardized forms and procedures would greatly speed up the shipping operation and provide for a more economical handling.

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4. CONCLUSIONS.

- a. The Cargo Branch should be organized into three operating categories, and one centralized planning and control unit in order to utilize the advantages of specialization on the one hand, and of centralization on the other. This breakdown should apply only to the higher echelon of each category.
- b. Planning and control should be provided at one level responsible for the entire Branch. Consolidation of shipments and operations should be performed at this level.
- c. Single contacts with services and with other divisions and agencies will minimize duplication.
- d. Cargo Branch activities should be based upon availability data provided by Supply Division.
- e. Constant and regular liaison with Supply Division and with the Security Officer, Logistics Office, should be provided.
- f. Standardized written procedures for Cargo Branch should be devised and should be administered in operation on a daily basis.

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- g. Cargo Branch should be responsible for designating the composition of shipments and for procuring forwarding accommodations.
- h. Coordination among the cargo specialists should be formalized and regular.

5. RECOMMENDATIONS. It is recommended that:

- a. Three Freight Traffic Officers of Cargo Branch be assigned responsibility for handling all shipping arrangements made through the [REDACTED] and that the other shipping arrangements (i. e., through [REDACTED] and commercial carriers) be divided among these three as deemed advisable by workload. 25X1C4a
- b. All other traffic officers be assigned to work on a workload basis under the three senior officers.
- c. Logging in of documents and recording of availability information be centrally performed for the entire branch.
- d. One senior Freight Traffic Officer (possibly the Deputy Chief of the Branch) be assigned responsibility for over-all planning, coordination and consolidation of cargo movement work of the three specialists.
- e. Cargo Branch make all arrangements for determining composition of shipments and arranging for forwarding of shipments.
- f. The vacant slot for a traffic Officer at the Departmental Depot be filled as quickly as possible in order to arrange consolidation and forwarding directly from the warehouse.
- g. Cargo Branch work directly from the availability data provided by Supply Division in requesting shipping space and arranging consolidations.
- h. The employee mentioned in (d) above be assigned responsibility for conducting regular liaison with Supply Division and with Security Officer, Logistics Office on a regular basis.
- i. Statistical reports of Cargo Branch include volume data as follows: number of shipments, destinations, types of commodities, tonnage, services providing shipping space.
- j. A procedure be established whereby commercial couriers will bill the Agency for services rendered instead of the present cash-and-carry basis.
- k. The procedures and forms attached hereto in Annex "A" be adopted.
- l. Each employee of Cargo Branch be advised of the new procedures and that he be assigned specific responsibilities.

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- m. All contacts between Cargo Branch and area divisions be made through area coordinators of Coordination and Requirements Staff, where possible.
- n. Transportation Division discuss with the services the possibility of expediting more quickly the procurement of cargo space.

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CONCURRENCE:

Management Officer

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